



CTDEP Lean Journey: Lean III Project Team - February 2009 Kaizen Event – Final Status Report – February 2010 Improvements to the Environmental Land Use Control (ELUR) Application Process

Project / Bureau: Improvements to the Environmental Land Use Control (ELUR) Application Process
Bureau of Water Protection and Land Reuse(WPLR)/Remediation Division

Team: Total number of team members = 8 (6 staff within Division / 2 staff outside Division)

Team Sponsors: Patrick Bowe, Director, Remediation Division (RD)

Team Leaders: Peter Hill, EA-3, RD

Team Members: Tony Bobowicz, SE2/RD; Jeff Wilcox, EA3/RD; Jing Chen, EA2/RD; Camille Fontanella, EA3/RD; Melisa Chan, Legal Counsel/Commissioner's Office;
Paul Jameson, EA3/RD; Bill Hogan, Chief Engineer/P&S..

Team Champion: Robert Bell, Assistant Director, RD

Opportunity Statement: An Environmental Land Use Control (ELUR) is an important tool for managing risk and cleaning contaminated sites, and is especially common for Brownfield properties. DEP wants to receive high quality ELURs and review/approve them on a timely schedule to support remediation of contaminated properties.

Objective: Evaluate the “supply-chain” on the ELUR: (1) responsible party preparation of materials, (2) DEP review and approval, and (3) recording of the ELUR on the municipal land records by the property owner.

Goals/Key Performance Indicators:

Pre-Kaizen Event Goals – February 2009	Post Kaizen Event Results/Key Performance Indicators – Status: Feb 2010
Improve the quality of ELUR applications so that 95% of the applications that are received are complete and approvable. Currently, approximately 95% of ELUR applications are deficient. Our goal is to reduce this to 5% (1,800 percent improvement in quality of submitted applications).	Improvements to ELUR application process are in development. However, we have started to reject grossly incomplete ELUR applications.
Reduce the duration from initial submittal to DEP approval of ELUR from an average of nine months to four months (44% reduction in processing time).	Improvements to ELUR application process are in development.
Reduce staff review time for a typical ELUR from an average of 8 to 36 hours, to 8 to 18 hours (up to 50% reduction).	Improvements to ELUR application process are in development. The early rejection of several incomplete ELURs has saved at least 10 hours of staff time.

Value Stream Mapping: The activities and steps, both value and non-value added, as shown in the Pre-Kaizen state versus Post-Kaizen desired state.

Type of Process	Pre-Kaizen – # of Processes	Post Kaizen – # of Processes
Valued Added	16	32
No Value Added but Necessary	5	2
No Value Added	174	2
Waiting	13	2
Transport	18	14
Total	226	52
Percent Reduction in the Number of Total Steps =77% Reduction		

The Post-Kaizen desired state has resulted in a number of improved program efficiencies, and include the following:

- The ELUR Scoreboard (internal Division indicator) is helping track the status of ELURs.
- The Staff has been receptive to the new ELUR forms.
- Staff are interested in making improvements to ELUR program and are offering feedback on the team's proposals.
- We have an implementation plan to move forward as we improve the ELUR program.

Highlights of the Project Plan and Implementation (2, 6 and 12 month deadlines)

- **Two month goals:**
 - "ELUR Scoreboard" whiteboard tracking mechanism posted and being used to track status of ELURs.
 - Revised ELUR regulations completed. Revised regulations put on hold by Commissioner. Many of the improvements can move forward without these change
 - Revised and posted for staff comment the revised the flow chart of the proposed post-lean ELUR approval process.
 - Revised ELUR Declaration and Decision Documents. First round of testing completed for the Revised ELUR Declaration and Decision Documents
 - Application forms for ELUR processing drafted.
 - Second round of testing for revised ELUR Declaration and Decision Document.
 - Continued development of ideas for webpage.
 - Notice of deficiency drafted.
- **Six month goals:**
 - Held monthly meetings to discuss the implementation plan.
 - Revised Form of ELUR (Declaration and Decision Document) and standardized certificate of title
 - Developed application for Subordination Waivers (summary of interests and request form) and instruction for ELUR forms.
- **Twelve month goals:**
 - Possible training session and roundtable discussion with CT Association of Land Surveyor's
 - Utility Roundtable to discuss ELURs and Subordination Issues

Additional Comments/Observations/WOWS/Innovations from the Team:

- **What we learned**
 - Everyone is a customer and supplier. Clear expectations are key to quality applications and faster turn around times. Outside expert participation was helpful.
 - DEP does not need to work on defective applications. More simplistic routing and approval process is needed (fewer cooks with better recipes).
- **Having time to focus on one thing during the LEAN event WORKS!**